



## **Mayoral Directive 2018-03: Community Engagement and Inclusion**

A Mayoral Directive charging City staff, under the leadership of the Mayor's Office, to coordinate with neighborhood and community groups and schools to increase community engagement, particularly with underrepresented members of our community; diversify the City workforce to better reflect our population; enhance access to and information about City government; improve customer service and complaint resolution; and provide new youth engagement opportunities.

We have a strong base of engagement to build on, and key opportunities for improvement:

Our nearly 160 board and commission volunteers invest their time and expertise to provide community representation on important projects and programs. In recent years we've increased our efforts to engage new people on our boards and commissions, which often serve as a pipeline to elected office or City employment. We're seeing initial progress, but more needs to be accomplished to increase community engagement and inclusion and access to City government.

In 2017, many neighborhoods were not adequately represented on our boards and commissions. For instance, Northwest Neighborhood residents made up nearly 30 percent of current participants, while several neighborhoods had one or no representatives. The low voter turnout of 33 percent in our recent election also indicates that not all of our residents are engaged in civic life.

We also have an opportunity to diversify our City workforce so that it better reflects the rich diversity of our community. Nearly 90 percent of the City's almost 1,200 employees identify as white, compared to 76 percent of Everett residents.

Everett is a diverse community, with 88 languages spoken in Everett School District students' homes and 13 percent of Everett students learning to speak English. The Mukilteo School District, which serves many Everett families, has a diverse makeup as well, with 91 languages spoken in student's homes.

NOW, THEREFORE, I, Cassie Franklin, Mayor of Everett, hereby direct City staff to pursue the following five initiatives:

**Initiative 1. Develop a clearly defined vision for an engaged community and the related tools and policies to support staff in providing effective outreach and meaningful engagement opportunities for all members of our community.**

An interdepartmental team, led by the Mayor's Office, will develop a clearly articulated vision for an engaged community.

Among other considerations, the vision statement should explore:

- Engagement and information sharing with immigrant groups and residents who are not proficient in English
- Outreach and engagement opportunities for specific groups, such as businesses, youth, and seniors
- Coaching and support for boards and commissions members
- Training and tools for neighborhood leaders to support their engagement efforts
- City employee communication and engagement

The team will solicit input and suggestions from the City's boards and commissions, neighborhood associations and other business and community organizations in developing the vision statement. The team will then develop tools and resources to support City staff in fulfilling the vision and will evaluate existing programs and events for engagement effectiveness.

- A. By Aug. 3, 2018, the City team will have developed a clearly defined vision for community engagement, including specific measurable goals and benchmarks.
- B. By Sept. 14, 2018, the Communications, Marketing and Engagement teams will develop a plan for employee communications and engagement, to ensure City employees have information about City programs, projects and events, and have an avenue for two-way communication with City leadership.
- C. By Oct. 12, 2018, the Communications, Marketing and Engagement teams will implement policies and tools to support staff in providing effective and meaningful outreach and engagement opportunities, including to immigrant populations and residents for whom English is not their first language.
- D. By Nov. 9, 2018, the interdepartmental team will have evaluated existing City programs and events and made recommendations to improve their engagement effectiveness.

**Initiative 2. Improve inclusion, equity and diversity at the City to ensure that our workforce is representative of the diverse community we serve.**

An interdepartmental team, led by the Mayor's Office, will evaluate the City's current practices around inclusion, equity and diversity, particularly our recruiting, hiring and training practices. The team will identify opportunities for improvement and develop recommendations. The team will work closely with the Civil Service Commission, Diversity Advisory Board and Chief's Community Advisory Committee.

- A. By June 1, 2018, the team will complete an evaluation of the City's current recruiting, hiring and training and develop recommendations for improvement, including

department-specific recommendations and City-wide recommendations. The team's report will include specific, measurable goals and benchmarks, as well as a timeline for implementation.

- B. The team will meet on an ongoing basis to review progress toward our inclusion, equity and diversity goals and adjust policies and tools as needed. The team will provide a report to me and the City Council on a quarterly basis.

### **Initiative 3. Increase access to City government and enhance communication and information-sharing with the community.**

Several City teams, under the leadership of the Mayor's Office, will identify opportunities for increasing access to City government and services and for enhancing information sharing with our community.

- A. By May 25, 2018, the Mayor's Office team will evaluate all City facilities and provide recommendations to improve their accessibility and availability. The report shall include an analysis of current service hours and ease of access, as well as the potential for co-locating related City services to provide easier, customer-focused service for our residents and businesses.
- B. By June 29, 2018, the Communications, Marketing and Engagement teams will develop a plan for increasing the City's use of technology, video and social media platforms for communicating with the community. The plan will include measurable goals and a timeline for implementation.
- C. By Sept. 14, 2018, the Information Technology team will evaluate potential platforms for making data available via the City website and will recommend an implementation plan.

### **Initiative 4. Establish an interdepartmental team focused on customer service and complaint resolution to improve the way we interact with community members when they have a question or concern and provide better tracking and response mechanisms for recurring issues.**

An interdepartmental team, led by the Mayor's Office, will evaluate the City's customer service and complaint resolution practices and policies and identify opportunities for improvement. The team will solicit feedback and suggestions from community members, including through our neighborhood leadership and our social media followers.

- A. By July 6, 2018, the team will complete an evaluation of the City's current policies and practices related to customer service and complaint resolution and develop recommendations for improvement, including policies and tools for front-line staff. The team's report will include specific, measurable goals and benchmarks, as well as a timeline for implementation.
- B. By July 27, 2018, the team will develop a plan for tracking and responding to recurring trends to ensure that issues are handled in a timely manner and that information is shared between departments.

- C. The team will meet on an ongoing basis to review progress toward our customer service goals and adjust policies and tools as needed. The team will provide a report to me and the City Council on a quarterly basis.

**Initiative 5. Develop and promote opportunities for youth to engage with City government, including through representation on boards and commissions and through a City internship program.**

The Mayor's Office and Communications, Marketing and Engagement teams will identify boards and commissions for potential youth representation and will work with youth organizations and other student networks at local high schools to recruit students to serve on those boards. The Communications, Marketing and Engagement teams will also work with local schools and student/youth networks to develop a plan for two-way information-sharing to better engage youth in City government.

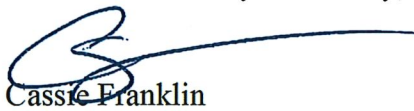
- A. By March 8, 2018, identify boards and commissions for potential youth representative appointments.
- B. By April 8, 2018, develop a plan to promote and recruit youth representatives for boards and commissions appointments.
- C. By April 27, 2018, develop a plan to utilize existing youth and student networks on an ongoing basis to solicit feedback about City projects and programs, share information about City government and recruit local youth for boards and commissions and City employment.

The Mayor's Office and Human Resource teams will evaluate options and develop a plan to create a City internship and apprenticeship program.

- A. By March 9, 2018, work with higher education and K-12 partners to identify internship needs and potential opportunities to provide on-the-job training for local high school and college students.
- B. By April 6, 2018, develop standardized tools and resources to assist staff in identifying, recruiting, training and evaluating interns.
- C. By April 27, 2018, work with the Communications, Marketing and Engagement teams to launch an outreach campaign to promote the internship program to high school and college students

Inquiries regarding this Mayoral Directive should be directed to Meghan Pembroke of the Everett Mayor's Office.

Dated this 25th day of January, 2018.



Cassie Franklin  
Mayor, City of Everett